



Council/Assistant Council Commissioner Position-Specific Training

Time allotted	3 hours
Teaching format	PowerPoint presentation, Instructor-led discussion

Resources

Handouts	<ul style="list-style-type: none">• Unit Metrics Chart• Trained cards verifying attendance• Council-Asst Council Commissioner Onboarding Orientation Guide 2025
Equipment and materials	<ul style="list-style-type: none">• Council/Asst Council Commissioner Position-Specific Training Course Plan• Council/Asst Council Commissioner Position-Specific Training PowerPoint Presentation• Computer and projector• Whiteboard or flipchart
Resources for additional participant learning	<ul style="list-style-type: none">• <i>Guide to Safe Scouting</i>• Orientation Guide for Council Officers and Executive Board Members – 2010 33161.pdf• <i>National Commissioner Website:</i> https://www.scouting.org/commissioners/

Note to instructors: Upon completing the classroom portion, please provide each participant with a **training card** so that onboarding coaches can verify their attendance.

Presentation Outline

Introduction and Unit Service Concepts – 15 minutes (slides 1-9)

Welcome to Council and Assistant Council Commissioner Position-Specific Training. Introduce instructors. If time allows, also have participant introductions.

Congratulations on being chosen to serve in these crucial positions. Your acceptance of this challenge demonstrates your dedication, and we appreciate your commitment to serving.

This session will provide newly appointed council and assistant council commissioners with key information needed to begin a successful term of service.

For virtual training: Raise your hand for questions or enter them into Chat – we will answer when we can. Please mute unless we have a question for the group or discussion time.

Commissioner Service Foundation

When Scouting began and communities formed troops, it became evident that leadership was needed to maintain standards, provide camping opportunities, recruit leaders, offer training, establish local courts of honor, and stimulate local Scouting activities. This person was the commissioner.

The Scout Commissioner represented the local community committee or council. The selection of this person was highly regarded. They were expected to possess considerable outdoor experience and act as the local authority in all matters related to Scoutcraft.

While initially a volunteer, in some areas, the community was able to raise enough funds for the Scout commissioner to become a salaried position, which evolved into the Scout Executive position. From the beginning, commissioners and professionals have been closely linked.

Wreath of Service

Scouting America commissioners and professional staff members share the wreath of service in the design of their badges of office to signify their shared responsibility for providing unit service.

They also share something else unique in Scouting: a commission. Scouting America's issuance of a commission represents your formal empowerment to perform the duties and undertake the responsibilities of a unit commissioner and your acceptance of that obligation.

Mission and Commissioner Vision

As commissioners, we share Scouting America's Mission, Vision, and Goal.

Mission: To prepare youth to make ethical and moral choices over their lifetime by instilling in them the values of the Scout Oath and Law.

Vision: Prepare every eligible youth in America to become a responsible, participating citizen and leader, guided by the Scout Oath and Law.

Goal: Prepare America's youth for lives of impact and purpose.

Our Objectives

- **Membership retention**
- **Membership growth**

While many commissioners may not be **directly** involved in recruiting and retaining youth and adult members, all commissioners **contribute to membership growth by working closely with units to ensure their** success. Growing Scouting requires commissioners to partner with volunteers throughout Scouting America, and if we do that well, Scouting's growth will be significant **and** sustainable.

Commissioner Culture

- **Be the Heart:** Scouting's units are its heart; its success depends on them; they deliver its programs to youth. Commissioners support unit leaders in developing a safe, welcoming

environment and delivering Scouting's programs effectively. We exist to support Scouting's heart.

- **Build Relationships:** Commissioners must develop relationships with unit leaders we serve based on mutual respect, candor, and trust. Without that, the communication and collaboration required to support units effectively are impossible.
- **Change Lives:** Scouting changes lives – of the youth it serves and the adults who support it (both volunteers *and* professionals). As they adopt Scouting's values, they become engaged citizens who strengthen our communities, nation, and world.

Our Purpose

Being the Single Best Resource

Unit leaders need to know that they have someone to go to who can either give them an answer or find an answer. While commissioners won't have the answer to every question, they should be the single best resource for unit leaders who need answers or support.

Our Methods

- Objective Metrics
- Unit Connections
- The Key 3
- Impact, Not Activity
- Grow Partnerships
- Change the Way We Work Together

Commissioners review objective metrics and have meaningful conversations with unit leaders, listening carefully to the needs and concerns of unit leaders. Commissioners are not there to grade or score or tell unit leaders what to do. Instead, they collaborate with the unit Key 3 to ensure the unit's success. Because we often lack a sufficient number of commissioners, commissioners should partner with units that have the greatest need for support. Helping unit leaders achieve their vision will grow meaningful partnerships between commissioners and unit leaders.

It is an honor to serve as a commissioner.

Components of Unit Service

There are three components used in Unit Service.

The first is **Unit Metrics**. Unit Metrics introduce objective data about units. They can serve as a starting point for conversations and may suggest areas for discussion to understand how the unit operates and how commissioners can engage to contribute to its success. They are NOT measures of success or failure.

The second is **Unit Connections**, a method and tool that helps commissioners develop partnerships with unit volunteers and guide conversations toward areas where commissioners can have the most impact.

The third component is **Commissioner Tools**, which involves integrating Unit Connections and key metrics into our Commissioner Tools system. We will dive into Commissioner Tools in My.Scouting later.

Council Functions – 20 minutes (slides 10-19)

Four Council Functions

Councils are responsible for carrying out four standard functions,

- Membership
- Fund Development
- Program
- Unit Service

These four functions are the pieces to the puzzle that make up your Council. You have a role in supporting each function, but your primary focus is unit service.

Let's take a brief look at each function, starting with membership:

- Local councils are chartered to involve an increasing number of youth in a quality program. Councils maintain the standards and policies of Scouting America, while also providing adequate leadership and financial support. It is the responsibility of the council to provide leadership and supervision for all program activities within the territory covered by its charter, in a manner that ensures compliance with the provisions of the Charter and Bylaws of Scouting America.
- Fund development ensures an adequate budget for conducting successful council operations. Just as the council is a method of mobilizing local personnel and organizational resources, it is also a method of mobilizing local dollars for the successful promotion of the Scouting program. Council activities include program and training opportunities for youth and volunteers, such as Council summer camps, Wood Badge, University of Scouting, National Youth Leader Training, Cub-o-ree, and recognition banquets.
- The council's program responsibility to the chartered organizations is to help organizations run a successful unit or units, building Scouting into the organization's own program so that the organization benefits from the relationship. On the other hand, the council ensures that the organization lives up to its agreement to adhere to Scouting policy and maintain a high-quality program. While this responsibility applies to all phases of the program, several points are specifically emphasized.
- There is only one council service to a unit that is constant, and that is the friendly personal help given by the unit commissioner. This person must be available to offer advice, program suggestions, and support unit leaders. Commissioners are available to help units better serve more youth through Scouting. A unit is the basic structure operated by a chartered organization to deliver Scouting America's programs to youth members. Unless Scouting units are strong and efficient, the program won't attract or retain scouts or adult volunteers. No matter how well organized the council is, the program delivery system stalls or fails with the weak units

These same four functions are mirrored at the district level within its area(s) of responsibility.

Roles in Council Key 3

When serving in these roles, the council commissioner wears multiple hats.

- The council commissioner serves as the leader of the council's commissioner team
- The council commissioner serves as the representative of the volunteer youth and adults to the council board and committees
- The council commissioner serves as a member of the council Key 3, the council board, the council executive board, and ad hoc committees
- The council commissioner serves as a liaison between the volunteers and professional staff at all levels in the Council
- The council commissioner is the chief morale officer of all commissioners in the council
- The council commissioner recruits and operates the council commissioner's administrative commissioner team to provide quality unit service.
- The council commissioner ensures the two-way flow of information from the units to the Council

Let's talk a little more about several of these roles.

Roles of the Council Commissioner

It is essential to comprehend how the roles and responsibilities of a council commissioner stem from the functions the council commissioner performs within the council. Some of these roles are common to all council leadership, while others are unique to the council commissioner.

Leadership and Governance

We might characterize the role of the council commissioner in two dimensions. One dimension is related to the council's governance, and the other is related to the operational leadership required to provide effective unit service to the council.

We will first explore the governance roles typical of most council leadership, including the council commissioner, and then examine the other responsibilities unique to the council commissioner.

Council Governance

Each Scouting America council is incorporated as a separate, legal entity—a 501(c)(3) not-for-profit organization with an independent governing board, chartered by Scouting America to provide the Scouting program in a particular geographical area. In essence, Scouting America is a federation of all its councils. The council commissioner is an essential member of this governing board or board of directors, more commonly known as the council's executive board.

The council executive board oversees the council's administrative practices through policy-making, fiscal authorization, and supervision of the executive function as embodied in the Scout executive and professional staff.

The council Key 3 consists of the council president, council commissioner, and Scout executive, and they are the primary leaders of the council executive board. Other executive board leaders include the various council vice presidents and the council treasurer. Together with the council, Key 3 constitutes the board's executive committee. Additionally, the board has several at-large members. The organization of some councils may vary slightly from this structure, but this is the most common across Scouting America.

Due to their extensive experience in Scouting, council commissioners may be asked to participate in selected ad hoc committees formed under or by the council's executive board. Such requests or assignments are not a specific responsibility of the council commissioner, but they are a common feature of all governing boards when a need for policy development or implementation is identified.

Roles in Council Governance

So, what is governance? Governance can be defined as the combination of processes established and executed by an organization's board of directors (i.e., the executive board) that are consistent with the organization's structure and how it is managed and led in achieving its goals. The execution of some of these processes includes specific legal responsibilities.

The governance of the council is vested in the council executive board. As a member of the council's executive board, a council commissioner shares all the responsibilities of the board concerning council governance. This includes specific, legally mandated duties that executive board members accept to act on behalf of the organization. These duties include the following three critical:

- The duty of care and due diligence—Be knowledgeable about council information and act with prudence and care.
- The duty of obedience – Ensure that the council is obedient to its core purpose as described in its articles of incorporation and the Scouting America mission and policies.
- The duty of loyalty – Discharge all duties unselfishly to the benefit only of the council and not to the council executive board members or to him or her personally.

Because you are an elected officer of the council, it is recommended that you view the Council Executive Board training available in the Scouting America Learn Center, as time allows, to get a more complete understanding of your leadership responsibilities as they relate to the council's governance. An additional resource, if not already provided by your Scout executive, is the Scouting America publication *Orientation Guide for Council Officers and Executive Board Members*.

Governance: Summing Up

Summing up the council commissioner's role in council governance and leadership, the council commissioner is expected to understand and execute his/her responsibilities with respect to the board's primary leadership roles for the council. These include:

- Setting local council policies and strategies consistent with Scouting America policies.

- Be actively involved in making major decisions for the council, such as buying, selling, or renovating council property.
- Oversee implementation of these decisions by the council professional staff under the leadership and direction of the Scout executive or by the council volunteers with the support of the council commissioner staff.

As a Member of the Council Key 3

To be successful as a member of the Council Key 3, the council commissioner should develop strong relationships with the council president and Scout executive. These relationships should be personal and broader than Scouting. The better the relationship, the more in tune each member of the Key 3 will be with each other. More cohesiveness will lead to greater success.

Be well-informed on the council's vast array of issues and programs. The council commissioner can only represent Scouts and Scouters effectively if they are knowledgeable.

Raising questions before issues arise is ideal, but success can be achieved if questions are raised in real-time. Trickier, but at least as important, is identifying what is not happening or not being addressed. Having the confidence to participate as an equal partner during Key 3 meetings is necessary for others to treat you as an equal.

Finally, a vision for unit service in the council must be developed. Lead from this vision and incorporate it into Key 3 decision-making.

Council Commissioner Operational Role

The council commissioner leads all commissioner personnel in the council. Their duties are outlined in the local council's bylaws. The council commissioner is selected by the council nominating committee, elected at the annual meeting of the local council, and serves as a member of the council Key 3.

The council commissioner's operational role involves five things:

- To **envision** what effective unit service in the council will look like and what goals must be accomplished during the council commissioner's term of service to fulfill that vision.
- To **represent** volunteers and Scouts to the council's board of directors, executive committee, and professionals.
- To **recruit** assistant council commissioners and support the recruitment of district commissioners and an adequate number of administrative, roundtable, and unit commissioners to provide effective unit service throughout the council.
- To **enable** commissioners to be successful.
- To **retain** units and commissioners.

Envisioning requires alignment. Council commissioners should review their vision with the other members of their Key 3 to ensure mutual support and alignment. Key 3's must support one another's goals to succeed, and alignment is essential.

There are limits to the council commissioner's role in recruitment. It isn't the council commissioner's job to recruit all commissioners. Still, it is his or her responsibility to recruit assistant council commissioners, analyze the need for administrative, roundtable, and unit commissioners throughout the council, and hold those responsible for recruiting other corps members accountable for meeting those needs.

Enabling commissioners' success involves ensuring that timely and effective training is available to them. It also includes assessing the performance of cabinet members and, when necessary, reassigning or replacing them to ensure effective service.

Retaining commissioners includes ensuring recognition of their efforts. Retaining units includes ensuring that unit leaders receive ongoing training and communication through effective roundtables and that unit commissioners are engaged with their units.

Council Commissioner Operational Role (2)

Everything done in Scouting falls into one of several functions:

- Unit Service
- Program
- Finance
- Membership

As a member of your council's Key 3, you will be involved in all of them, but your role and responsibilities rest primarily in only one: **Unit Service**. You will have many opportunities to *link* with Program, Finance, Membership, etc. For example, through the unit commissioners, the Unit Service function that you lead should be actively identifying and bringing to bear the resources that might be needed for a unit to grow in memberships or skills that would result in better unit financial planning and fund development, or training that would help unit leadership provide better and more effective program opportunities for its members.

These resources should reside in the various subcommittees of the district and/or council committee structure, and effective unit service requires knowledge of those resources and how to connect with them. As the council commissioner, you can encourage and facilitate access to resources at the council committee level and through the district commissioners. However, your focus must remain primarily on the unit service function.

Building the Team – 20 minutes (slides 20-28)

Building the Team – Council Commissioner's Cabinet

In a well-functioning council, you will be tasked with responsibilities that can only be performed by the council commissioner, such as serving as a member of the council Key 3, serving on the executive committee and council executive board, as well as on ad hoc committees and projects. It can become difficult, if not impossible, to fulfill all these responsibilities without a dedicated team to assist you in executing them. If you focus solely on unit service, you are likely not giving sufficient attention to your governance responsibilities.

How can you attend Key 3 meetings, executive board meetings, and executive committee meetings, keep a perspective on governance and unit service, and successfully execute the unit service function? How do you manage to accomplish all this work?

You can't do it alone! You're going to need help. Identify, recruit, and mobilize the council commissioner's cabinet, consisting of assistant council commissioners and district commissioners, to carry out the unit service responsibilities that can be delegated.

Building a Commissioner's Cabinet

The first fundamental concept is that ***you cannot do it alone!*** An effective council commissioner needs help, and that help comes from a staff of equally committed volunteers. Recruiting and deploying effective assistants is not a sign of weakness but rather a demonstration of leadership and vision. A council commissioner can be most effective when managing this team.

The second fundamental concept is that ***the council commissioner's cabinet design flows from two places:***

1. ***The council commissioner's roles and responsibilities and***
2. ***The council commissioner's vision for their term of service***

Once you understand *what* you want and need to accomplish, it becomes possible to develop a structure for a commissioner's cabinet that will assist you in developing and implementing plans to fulfill the council commissioners' responsibilities and vision.

The third fundamental concept says that ***form follows function.*** In general, this means the size and makeup of your cabinet should be based on the functions you wish to emphasize during your term.

The fourth fundamental concept states that there is no pre-defined structure. The structure of a council commissioner's cabinet is fluid and flexible. It responds to the needs of the council and the units that it serves. It is derived from the council commissioner's responsibilities and vision and can change over time.

The council commissioner's cabinet needs to ***work collectively, collaboratively, and independently.*** They need to understand the council commissioner's vision for success, have sufficient initiative to carry out the tasks, and be able to work well with the other team members.

Types of Commissioners

Commissioners come in all shapes, sizes, and experiences, and they can be organized in many ways, but there are just three types of commissioners:

- Unit commissioners
- Roundtable commissioners
- Administrative commissioners

Those who are not unit commissioners or roundtable commissioners are *administrative* commissioners.

Assistant Council Commissioner

The people you select to fill the roles of assistant council commissioners and all district commissioners in the council make up the council commissioners' cabinet. We'll talk more about district commissioners later. You can appoint as many assistant council commissioners as you think you need to help you manage the unit service function. In some councils, there may be only one or two assistant council commissioners; in others, there could be as many as seven or more. Your vision for unit service success should drive the number and role of your assistant council commissioners.

Assistant council commissioners should be appointed based on their willingness and ability to carry out their designated functions. These are not honorary appointments, and your assistant council commissioners should understand their roles, responsibilities, and the need to carry out their functions effectively. Assistant council commissioners do not require prior specific commissioner service; they must be willing and able to serve in their designated role. Appointments are for one year. They may be renewed based on your determination that they should be reappointed because they have been effective.

Assistant council commissioners are the individuals you will rely on to help carry out unit service responsibilities. When done well, these individuals may become seen as the subject matter experts for their areas of responsibility within your council.

Assistant council commissioners need to be able to work effectively in a team environment alongside you and the other assistant council commissioners, while also being independent, self-motivated, and proactive in their actions. They need to understand the overall vision and work towards that shared vision.

Ideally, you will cast a wide net to recruit assistant council commissioners representing the council's membership. Whenever possible, build your team with a diverse group of capable and effective leaders from across the council's service area, representing all demographics – including age, race, gender, geography, religion, and various Scouting roles. As the goal for unit service is to serve all units in all areas of the council, a diverse team will have a broader network and range of influence than a cabinet built from within a single district or single demographic.

Assistant Council Commissioner (Roles)

Since assistant council commissioners are a part of the council commissioner's cabinet, what is an assistant council commissioner's role? Simply put, it involves executing, recruiting, enabling, and retaining.

Assistant council commissioners need to:

- **Execute** the detailed plans needed to fulfill your vision of unit service
- **Recruit** an adequate number of cabinet members to fulfill your vision so that the council retains commissioners and units.

- **Enable** commissioners' success involves ensuring that timely and effective training is available to them. It also includes assessing the performance of cabinet members and, when necessary, reassigning or replacing them to ensure effective service.
- **Retain** commissioners involves recognizing their efforts, retaining units, and ensuring that unit leaders receive the necessary training and information to conduct a successful program.

Assistant Council Commissioner (Functional Responsibilities)

Councils are sometimes organized into service areas based on the number of districts within the council. You might appoint an assistant council commissioner to oversee each of those service areas. These assistants work closely with the district commissioners in the districts that make up the service area. These assistants help ease the span of control for you, depending on the size of your council.

You may also wish to appoint assistant council commissioners to assist you in managing other responsibilities.

You can appoint an **assistant council commissioner for training** who can make sure that all commissioners in the council have completed their position-specific basic training, provide a short training element during your monthly commissioner cabinet meetings, oversee the conduct of an annual college of commissioner science or annual commissioners conference to keep the commissioners up to speed regarding updates and changes to unit service.

Appoint an **assistant council commissioner for roundtable**. This person will ensure that the **roundtable activities in each district contribute** to unit service in each district.

An **assistant council commissioner for Commissioner Tools** might also be a good position. This person can help and assist all commissioners who may need assistance using the technology available to them.

Another assistant that you might consider is an **assistant council commissioner for charter renewal**. This person can be a significant help during charter renewal time, ensuring the timely renewal of unit charters and keeping track of any changes in the renewal process that the National Council may issue.

One more assistant you should consider is an **assistant council commissioner for awards and recognition**. This person will help you to recognize and reward commissioners appropriately for their service. This assistant could cover commissioner recruitment, retention, and recognition in some councils.

You could also select an **assistant council commissioner for communications** to handle commissioner newsletters, social media, and other communications functions.

The number of assistant council commissioners is at your discretion based on what is needed to carry out your vision for unit service in the council.

District Commissioners

District commissioners are approved and appointed by the council executive board, upon the recommendation of the district nominating committee, and with the concurrence of the Scout executive and the council commissioner. While not selected by the council commissioner, the district commissioner should be capable and willing to work effectively with the council commissioner. The greatest single measure of a council commissioner's success is having a dynamic and effective district commissioner in every district.

It's up to you to inspire your district commissioners to believe that their priority job is to identify and recruit enough of the right people so that all Scouting units in the district receive regular, helpful service. Even though you may have service area assistant council commissioners, the district commissioners need to hear your vision for unit service in the council to support it.

Interactions with District Commissioners

Meet people where they are, and then empower them to reach their full potential. A visit from the council commissioner at district commissioner meetings, which include assistant district commissioners, roundtable commissioners and assistants, and unit commissioners, empowers and encourages every commissioner.

One of the more powerful, subtle messages is: if the council commissioner cares enough about me, my district, and what I am doing to visit us, then I should care about visiting my units, attending roundtables, or attending to other duties and tending to them.

Nothing is more powerful than a personal visit.

Interactions with District Commissioners (Cultivate Culture)

Just as we ask unit commissioners to have quality contact with their units at least every other month, council commissioners should visit with the district commissioners on a similar schedule. Quality contacts should include inquiring about their lives, sharing compassion or support, asking about the district and its units, and providing guidance or suggestions for managing issues.

If your council has assistant council commissioners responsible for specific service areas and a certain number of districts, each assistant council commissioner should contact the district commissioners in their respective service area monthly. The council commissioner should also maintain personal contact with the district commissioners, although this may not need to be as frequent.

10 – MINUTE BREAK

Meetings for the Council Commissioner – 20 minutes (slides 29-32)

Council Commissioners' Meetings

Not many people enjoy meetings, but as a council commissioner, you will be involved in many of them. We will discuss meetings and events that are key commitments for you as the council commissioner.

Council Commissioner's Meetings

As council commissioner, you will be involved in the meetings of many council groups, which is a key commitment to your position.

The council Key 3 meets informally as necessary to ensure proper coordination of the council's work. They furnish liaisons between the commissioner's staff and the various council committees. They may also provide proposals and recommendations to the board's executive board or executive committee.

Council Executive boards generally meet four to six times a year on a fixed date, with one of the summer meetings usually held at a council camp.

Executive board agendas usually include reports of the council commissioner, the treasurer, the council operating committee chairs, and the Scout executive. Special committees will occasionally need to report, and the district chairs will be asked to report in some councils. In this case, exercise care so that the council operating committee and district committee reports are not repetitive.

The Council Executive Committee is composed of elected council officers, including the council commissioner and the Scout executive, who do not have a vote, as well as others appointed by the council president and approved by the executive board. The executive committee acts on behalf of the executive board at intervals between board meetings. The board receives the minutes of such meetings for approval at the next board meeting. The executive committee may not act contrary to the board's previous action.

The bylaws of all councils specify that an **annual meeting** will be held. This is the occasion to render annual reports on the different phases of council operation and elect council officers for the following year. Other business that may be transacted could include adopting the council program, budget, resolutions, and amendments to bylaws or articles of incorporation. A dignified dinner meeting at an attractive location may cap this affair.

Council Commissioner's Meeting (Cabinet Meeting)

The agendas for council executive board meetings, council executive committee meetings, and the council annual meeting are set by the council president and/or the Scout executive. The Scout executive typically organizes Council Key 3 meetings, but all members of the Council Key 3 are expected to collaborate in identifying topics for these meetings. (You should feel free to provide input on the agendas of all these meetings ahead of time.) The council commissioner sets the agenda for the commissioner's cabinet meeting.

The **council commissioner's cabinet meeting** should be held monthly or bi-monthly, and all the council's district commissioners and all the assistant council commissioners appointed should be included. This meeting should focus on the needs of the districts or other council organizational subsections as they relate to their contributions to fulfilling the council's strategic plan. There should be a short training element that district commissioners and other leaders can take back and use to help them improve unit service. District commissioners should bring any requests for assistance from the council's operating committees that may not be available in their district.

As the council commissioner, use this meeting as a key opportunity to gather information about Scouting across the council, which will inform and advise you in your other interactions as a member of the council, Key 3, council executive board, and executive committee. The meeting should also be an opportunity for you to inspire and energize district commissioners as they provide excellent unit service in their districts.

Sample Cabinet Meeting Agenda

The primary purpose of this meeting is to motivate and support district commissioners, as well as to maintain a high level of unit service within the districts. The council commissioner presides.

Cabinet meeting agendas might include:

- A safety moment focused on upcoming activity periods
 - Membership moment focused on recruiting and retention
 - timely training topic
 - A district-by-district review of unit metrics in Commissioner Tools with an emphasis on trends or common shortfalls.
 - Other topic items include commissioner recruiting, unit rechartering, and unit visits. This is a time to hold districts accountable.
 - Discussion of future council activities such as the Friends of Scouting campaign, summer camp promotions, and other special projects.
 - Opportunity for district commissioners to report briefly on the health of their units, a specific statement on unit coverage, and significant needs of the district.
 - Roundtable activities and attendance, commissioner training programs, and other commissioner-related business.
 - A review of potential dropped units needing high-priority commissioner assistance.
- Be sure to include those topics that support your vision of unit service for the council.

As council commissioner, you will want to develop and encourage meaningful discussion and collaboration among your district commissioners and assistants. A way to save time in the cabinet meeting for meaningful conversation and development of plans and future actions in support of improved unit service is to provide written summaries of reporting-related matters, such as future council activities, before the meeting, and to encourage the district commissioners to do the same with their factual reports. Above all, your intent should be to encourage district commissioners and your staff to work together to tackle the important council unit service challenges in your council and districts and to inspire them to do the best job they and their unit commissioners can do to provide excellent service to the council's units.

Monitoring Unit Service – 30 minutes (slides 33-51)

Unit Service Today

As we mentioned earlier in our presentation, the council commissioner's role and responsibilities primarily rest in one function: unit service.

As an Administrative Commissioner, you will not be serving as a direct unit service Commissioner. Still, you will need to monitor the Council's commissioner team to ensure that they are providing effective unit service according to your vision.

Monitoring means to watch, keep track of, or check on something, usually for a specific purpose.

So, what does a council commissioner watch or keep track of, and for what purpose? Council commissioners track the unit service provided by the council's commissioner team through the lens provided by Commissioner Tools so that we can grow and retain units and ensure that every Scouting America member has a great Scouting experience.

"Need to Knows"

The council commissioner's primary responsibility is managing unit service within the council, and they are aided in this task by various assistant council commissioners, as we have discussed. However, a council commissioner must also be familiar with the council's units and their respective commissioners.

"Need to Knows" (Statistics)

These are questions that a council commissioner should be able to answer or quickly find the answer. Your cabinet informs you about these areas during your regularly scheduled cabinet meetings. You also have direct access to this information through the applications in My.Scouting.org, particularly in Commissioner Tools. Review the Commissioner Tools videos to learn how to access this information.

Commissioner Tools

Commissioner Tools is a web-based set of tools in **My.Scouting** is designed to help commissioners fulfill their mission by enabling easy access to actionable information. In real-time, commissioners can view information about a unit's metrics, Safeguarding Youth Training, and position-specific training status, as well as participation in district roundtables and the unit's current needs and opportunities for improvement.

Commissioner Tools also **enables a more focused approach to building relationships between commissioners and their units**. At the heart of Scouting is the bond between unit volunteers and the Scouts they serve. These relationships are the lifeblood of our movement. As commissioners, our primary role is to support and empower these volunteers. By fostering deeper connections through meaningful conversations, we can significantly enhance their ability to lead and inspire young people.

Unit Connections lead to better conversations. These improved conversations foster stronger Relationships, which in turn build powerful Partnerships. Together, these partnerships drive Impact and ultimately change Lives. That's the journey we're on with Unit Connections.

Commissioner Tools also ***supports roundtable administration and promotion, which*** is another aspect of unit service that benefits from Commissioner Tools. Roundtable commissioners can publish the dates of upcoming roundtables, post agendas, record unit participation information, and note key developments that enable unit commissioners to promote effective unit participation in roundtables.

Commissioner Tools ***supports the administration of unit service***, enabling administrative commissioners to assign unit commissioners to specific units, identify commissioner training needs, and pinpoint units that require a commissioner assignment.

They will also be able to identify newly formed units, allowing a dedicated unit commissioner to be assigned. Reports are available online and can be downloaded in MS Excel format.

All the benefits of Commissioner Tools are available to all district and council-commissioned professionals. They, too, are encouraged to become familiar with it and use it to support volunteers more effectively.

To learn the mechanics of Commissioner Tools, review the training videos available in the Scouting America Learn Center and discuss them with your council's Commissioner Tools champion.

Let's examine some of the support currently available in Commissioner Tools.

Key Data at a Glance

There are several key reports on your Dashboard that you can use regularly to monitor unit service in your council:

- **Assigned/Unassigned Units:** Displays a list of all units, including expired units, with assigned/unassigned commissioner status.
- **Membership Status:** A report of active/lapsed units showing the total number of adults/youths by membership expiration status.
- **Unit Connection History:** Displays all connections and comments made by commissioners regarding their units.
- **Unit Metric Status:** This report shows the metrics achieved/completed for each unit
- **Unit Pin:** This report lists unit pin data that will be displayed on BeAScout.org.
- The "Trained Commissioners Analysis" tool will take the Trained Leaders report from the Training Manager and provide summary information on the number and percentages of trained and untrained commissioners by council and district.

An assistant council commissioner can generate this information for you monthly so that you can keep district commissioners accountable for unit service in their districts.

Unit Metrics

The first thing a unit commissioner must do is get to know the unit and its people. This may take several visits. Unit metrics are an objective starting point for discussions after a relationship is established.

These provide insight into a unit's overall status, enabling you and the unit's Scouters to collaborate and improve the unit's ability to deliver the promise of Scouting. They are **not** intended to compare one unit to another or to provide a "score".

The unit metrics chosen provide an objective and valuable means of identifying how a unit is performing, enabling commissioners a convenient method to provide focused help where it is needed.

This information is available on the unit's dashboard. We will talk about access to that shortly.

Unit Metric Descriptions

Handout: Unit Metrics Chart

Our unit service model reflects unit connections measured with objective metric data. You can see the unit metrics reflected in Commissioner Tools.

Unit Metrics provide a first look at a unit's performance and represent a significant step in understanding it.

During this phase, commissioners will examine objective unit metrics to gain an understanding of a unit, identifying areas of success and opportunity. This enables commissioners to engage in informed discussions with unit leaders.

There were several reasons for how and why this was developed.

- **First**, we use an objective data process to assess the status of units.
- **Second**, we have a method of identifying data for **all** units, even those where a commissioner is not available to meet with a unit
- **Third**, we have a process that is be simple and relatable to a unit's ability to renew their charter and thereby continue providing the Scouting experience for our youth

On this chart, you will note the six data categories chosen, how they are measured, and the subtle differences between the traditional programs and the Older Youth Programs.

All the data **not** shaded is available through the national Scouting America systems and is easily retrievable for displaying on a unit and district dashboard.

You will note that Retention has no measurement listed. That is because youth retention at the unit level has never been available before. Therefore, since there is no historical data available for this metric, we will need time to understand its relationship to the other metrics and with

unit renewal. Youth Retention will be displayed, as I will show you shortly. Retention will be evaluated yearly.

What Are Connections?

In terms of Scouting and unit service, what will connections help us to do?

- **Building Relationships:** Connections facilitate the establishment of strong relationships based on trust, respect, and shared goals. These relationships form the backbone of successful teamwork and collaboration.
- **Enhancing Conversations:** Strong connections begin with knowledge to enable open communication channels. When individuals feel connected, they are more likely to express their thoughts, concerns, and ideas openly, leading to a better understanding and more effective problem-solving.
- **Driving Collaboration:** Connected individuals and groups are more inclined to collaborate effectively towards common objectives. They leverage each other's strengths, resources, and expertise to achieve shared outcomes that benefit everyone involved.
- **Fostering Support:** Connections create a network of support where individuals can seek help, guidance, and encouragement from one another.
- **Create & Grow Partnerships:** Connections lay the groundwork for establishing and nurturing partnerships. These partnerships, built on mutual trust and shared interests, can lead to new opportunities, innovative solutions, and long-term success.
- **Change Lives:** Connections have the power to transform lives by providing access to new resources, perspectives, and opportunities. Through meaningful interactions and relationships, individuals can achieve personal growth, overcome challenges, and reach their full potential.

Now that you understand the benefits, let's dive into the details of Unit Connections step by step.

Connection Guides

Connection guides are available to aid commissioners in facilitating the Unit Connection process. You can find them on your Commissioner Dashboard; click on each icon to display the connection guide for that metric. The example shown here is a red square, which is the Connection Guide for Retention metric.

These new guides are based on feedback received directly from commissioners across the nation.

Each guide provides the commissioner with suggestions and information to guide their conversations with their units.

These guides will benefit both new and experienced commissioners by enabling all of them to focus on meaningful conversations about topics crucial for each unit's success, keeping in mind that each unit's picture of success may be different.

Please note that these guides are intended to assist commissioners in facilitating conversations and may not be suitable for every situation or unit.

District Dashboard

In Commissioner Tools, your dashboard is your landing page. It is designed to provide you with actionable data at a glance, giving you a feel for your districts.

This is a view of a **district** dashboard. It provides all the necessary information about your district. You will see the district dashboard after selecting Commissioner Tools in the My.Scouting app on both the web and mobile apps. At the top, you will see a list of key district leaders. Notice that they are all in blue. The names are hyperlinks that provide contact information for each person. The top right section displays the number of units in the district and the number with a commissioner assigned. The Commissioner sections display the number of commissioners registered in the district and the number assigned to a unit(s). To navigate to the units, select "**View Units**" as indicated by the red box.

District Dashboard (All Units)

The District Dashboard is the highest-level of organizational data currently available in Commissioner Tools. A Council Commissioner Dashboard will be coming out later. To view the listing of all the units in the district, select **View Unit**. To navigate to the desired unit dashboard, select "View Dashboard" at the top to view unit information.

District Dashboard (Metrics Summary)

Below the Key District Leader information, you will find a summary of your district metrics. The focus here is on data at a glance.

Key information displayed includes the number of units, the number of commissioners' roundtable completed, and a summary of the district units broken down by the number of metric objectives met. Hot links to various icons on the page will enable you to drill down further for detailed reporting or display additional information.

Let's look at the unit metrics first.

Commissioner Tools (Unit Metric Summary)

At the bottom of your opening screen in the District Commissioner dashboard, you will be able to see a breakdown of your district's units in terms of the number of metrics met. The displayed graphic shows current information. Hot links at the top of the graphic allow you to see trends in metric achievement.

Why are these numbers important?

- Data collected during a two-year pilot demonstrated the following:
- Unit Metrics Completer of **(0-2)** have had a Unit Renewal rate as low as **70%**
- Unit Metric Completed of **(3)** have had a Unit Renewal rate of **95%** or greater
- Unit Metric Completed of **(4-5)** have had a Unit Renewal rate of at least **99%**

Remember that a council commissioner's focus in the unit renewal process is unit retention!

Commissioner Tools (Completed Unit Metric Breakdown)

Clicking on the icon below the unit metric summary will give a breakdown by program type and metric completed.

This view enables you to see where you may have shortfalls in unit service across the District and where you can bring district and council resources to help.

If you drop down to one of your unit dashboards, there will be another icon that allows you to display the metrics completed for each unit.

Commissioner Tools Reports

These are key Commissioner Tools reports that you can use to monitor unit service in your council:

- **Unit Connection History** report shows the Unit Connections History for each unit.
- **Unit metric status report** shows the metrics achieved/completed for each unit.
- **District Contact Status** report provides information on units with the number of connections made during the year, spread by month.
- **Priority Needs Units** is a tool that identifies units within the district that require support. These units need help now. In a district that might have limited commissioner resources, you can use the information in this report to assign commissioners to the units with the greatest need for assistance.
- **Roundtable Attendance** report shows roundtable attendance spread by month for units (excludes Posts and Clubs).

An assistant council commissioner can generate this information for you monthly so that you can keep district commissioners accountable for unit service in their districts.

District and Council Commitment

Now that we have all of the actionable data at a glance, what do we do with it?

Based on your unit commissioner's developed relationships with the unit and connections entered into Commissioner Tools, we can now be that single best resource to link unit needs to the district operating committees or higher to council-level resources as needed.

While the method of gaining commitment may vary from one district to another or one council to another, the goal is to identify resources available from the operating committees that can help meet unit needs. For example, the district's training committee might supply training needed by unit leaders while its membership committee might coordinate unit participation in the Fall Membership Roundup. If district resources are inadequate to meet unit needs, commissioners can utilize the council commissioner to leverage council-level resources.

Unit commissioners will find effective district operating committee members willing to offer resources to meet unit needs, as they understand that no one, including a unit commissioner, can be an expert on everything.

District commitment enables the unit commissioner to link district operating committee resources to unit needs.

If the unit has established goals, the unit commissioner and unit Key 3 should monitor the plan throughout the year and identify when adjustments are needed. Unit connections recorded in *Commissioner Tools* will provide valuable information on the effectiveness of the provided support.

What is Successful Unit Service?

Using the actionable information in Commissioner Tools, council commissioners can see ***early indicators of success, including:***

- An improvement in the percentage of units with assigned commissioners
- An increase in the percentage of commissioners entering Unit Connections
- An increase in units reaching unit metric thresholds
- The Unit Connections Summary display on your landing page has reports icons across the top that enable you to see changes and trends over the past three months and one year.

Ultimate Indicators of Success

Ultimate Indicators, including:

- Higher retention rate of units and youth members
- Improved numbers of units accomplished and increased numbers in unit metrics
- Increased participation at district and council level events
- Higher percentage of unit leaders with current Safeguarding Youth Training
- Higher percentage of unit leaders with current Position-Specific Training

Support On-Time Renewal

Council commissioners focus on unit retention. By monitoring unit service throughout the council, the unit and member renewal process should become routine, allowing units to renew their charters on time.

The details of charter renewal are delegated to the district commissioners, and the council commissioner can appoint an assistant council commissioner to monitor progress.

10 – MINUTE BREAK

Training and Other Resources – 15 minutes (slides 53-57)

Commissioner Development

Learning is a lifelong activity. Commissioners must continually adjust their skills to provide quality service to units. Therefore, commissioners should view learning as an essential part of their Scouting lives—every month, every year. It is the responsibility of the council commissioner to ensure that a comprehensive training program is in place to train every commissioner in the council.

Continuous learning and training are essential, but so is recognizing commissioners for their efforts. Review the commissioner recognition sections of the national website and encourage the recognition of all commissioners.

These are the tenure requirements to earn each of these recognitions. For the remaining requirements, please refer to the awards and recognitions section on the commissioner's website.

- Arrowhead Honor – 1 year
- Commissioner Award of Excellence in Unit Service – 2 years (consecutive) in the same unit
- Commissioner Key – 3 years (in a 5-year period) as a registered commissioner
- Doctorate of Commissioner Science Knot Award – 5 years of unit service (non-consecutive)

Eligibility requirements for commissioner awards and recognitions can be found at

[Commissioner Awards and Recognition | Boy Scouts of America](#)

Instructor Note: *Have the class scan the QR code on the slide*

Additional Commissioner Training

These are training opportunities that you should take advantage of whenever you can.

- The Scouting America Learning Management System offers orientation modules to help new commissioners become familiar with the various Scouting programs. They also familiarize new commissioners with the Scouting America organizational structure and the aims and methods of the Scouting program. It would be helpful if you viewed the modules related to the unit program you will be serving.
- Make every effort to attend your district commissioner's monthly meeting. He or she usually includes a short training topic to help you serve your units better. There are pre-packaged training packages called Commissioner Moments, designed to meet this need. They can be found at: Continuing Education | Scouting America
- The National Commissioner Service Team conducts monthly virtual national-level Commissioner Confabs on topics of interest to update Council Commissioners on best practices and changes to Commissioner service. These events help equip commissioners to be successful in their local councils and districts.

- Check to see if your council hosts a College of Commissioner Science. During the College, you will receive advanced commissioner training as you progress from your Bachelor's degree to the Doctorate of Commissioner Science. The courses offered at a college cover many topics that will help you with almost any situation you face as you serve your units.
- Commissioners are first and foremost leaders. If you have not done so, please avail yourself of Scouting America's highest leadership training—Wood Badge.
- The Philmont Training Center offers national-level training. During Commissioners' Week at PTC, conferences feature the latest tools and techniques, discussions, and idea sharing led by a faculty of experienced commissioners.
- Impact sessions are weekend training events conducted across the country, both in person and virtually.

Remember that training is a continuous process, and you can always seek help when needed.

Other Commissioner Resources

Building sustainable units requires thoughtful planning, thorough study, and a significant investment of time and resources.

The ***Guide to Safe Scouting*** is available for download from the national website. It's a resource that should be in every commissioner's library. Familiarity with its contents will enable you to guide better and advise your units. ***The Guide to Safe Scouting*** is updated regularly. Ensure that your units are using the latest version.

[Online Version | Scouting America](#)

www.scouting.org/commissioners/manuals

An additional resource, typically provided by your Scout executive to all new Executive Board Members, is the Scouting America publication entitled "Orientation Guide for Council Officers and Executive Board Members."

The most current edition is found at [33161-2007.pdf](#)

Council Service Territories and National Service Team – 15 minutes (slides 58-62)

Council Service Territory Commissioner

As council commissioner, you need to know where to turn for assistance, including the Council Service Territory Commissioner and the National Commissioner Service Team.

Council Service Territories

There is an intermediate organization between local councils and the National Council, known as the Council Service Territory (CST). Scouting America has fourteen (14) CSTs, each with approximately the same number of councils.

The CST's responsibility is to support Scouting in local councils across the nation. Scouting America's division into territories helps councils share services and leadership.

A team of volunteers and professionals leads each territory. Their key responsibility is to support local councils and facilitate council-to-council collaboration to address identified needs within and among councils in the territory.

The functions of the CST generally align with those of local councils and with the committee structure of Scouting America's national committees. Each CST is intended to support local councils in various functional areas.

Council Service Territory Commissioner

The Council Service Territory (CST) commissioner will interact with councils and council commissioners in several ways. They will be someone who can help motivate and inspire unit service efforts within the local council. As a council commissioner, you will meet regularly with the CST commissioner, usually monthly, to discuss issues that affect councils in the territory.

Through this interaction, you will come to know the council commissioners in the other councils in your Council Service Territory. Among these folks will be some who can provide ideas or share experiences that can help you resolve issues in your council or brainstorm potential approaches to achieve components of your vision for unit service in your council.

Additionally, please do not hesitate to contact your CST commissioner if you have any questions or concerns about how to inspire effective unit service in your council. The CST commissioner will monitor councils using Commissioner Tools and serve as a resource for discussing issues unique to your council, providing help from the territory functional leads as needed. Remember, the CST commissioner shares the same five objectives with you. Utilize your CST commissioner as a resource, counselor, coach, and support system.

The CST Commissioner serves as a liaison between your council and the National Commissioner Service Team. Expect regular communication from the CST Commissioner to keep you informed of new information regarding unit service from the National Commissioner Service Team.

National Commissioner Service Team

To expand direct support and communication more effectively to the field and local councils, a national volunteer organizational structure for commissioner service was developed, known as the National Commissioner Service Team. The goal of this team is to impact the quality of unit service nationwide positively.

The National Commissioner Service Team provides an operations component to the commissioner corps. These key national volunteers are responsible for the areas listed. Two CST Commissioner Facilitators give support to the Council Service Territory Commissioners. The National Commissioner Support Team members and their responsibilities are subject to change over time. For the most up-to-date information, please refer to the Commissioner pages on the national website.

National Commissioner Service Team - Continued

The National Commissioner Service Team Chair has added representatives for the following Scouting program phases to the National Commissioner Service Team to facilitate communication between units and the organization further.

Summary and Closing – 10 minutes (slides 63 – 65)

Summary

As a council commissioner, you have made a personal commitment to Scouting and your council.

It's a commitment of time, effort, and knowledge. It's a commitment of patience and understanding.

It's a commitment to be a living example for the commissioners in your council and to lend a helping hand to fellow commissioners.

Congratulations!

Congratulations on completing the first step in your education as a commissioner. Ask your district commissioner or assistant district commissioner to pair you with a mentor to guide you through completing your onboarding progress record. It will help you internalize the knowledge you have gained in this course and guide you on your path to earning your Arrowhead Honor.

Note to instructor: Upon completing the classroom portion, please provide each participant with a **training card** so that onboarding coaches can verify their attendance.

Handout: Unit Commissioner Onboarding and Orientation Guide – 1 per person

Printing Instructions: This document is meant to be printed as a booklet.

Printer settings -Landscape, 2-sided, Flip on short edge.

This Onboarding Orientation Guide provides new or newly placed commissioners with the opportunity to familiarize themselves with the expectations of their position under the guidance of an experienced commissioner, their coach/mentor. They will be guided through the application of those skills in their new position. In this way, success in the new role is more likely to be achieved, benefiting both Scouts and Scout units.

Questions? Comments?